

A stylized, low-poly illustration of four business professionals in a meeting. Three people are seated around a table, looking at documents or laptops, while a fourth person stands and points at a document. The illustration is rendered in a simple, graphic style with flat colors and bold outlines.

Overview of Army Regional Structure and Operations

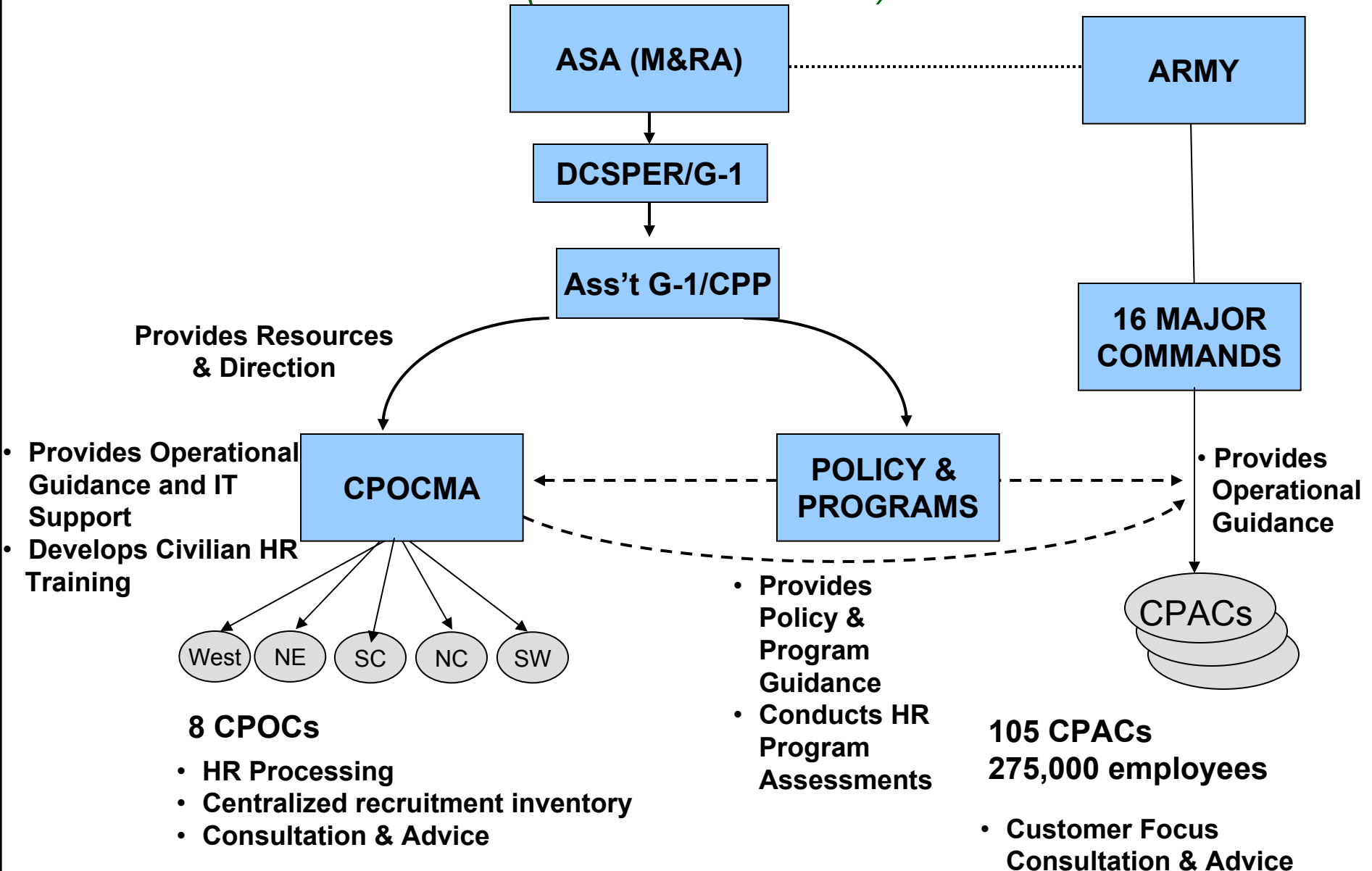
Mr. David L. Snyder

Assistant G-1 for Civilian Personnel Policy

July 22, 2003

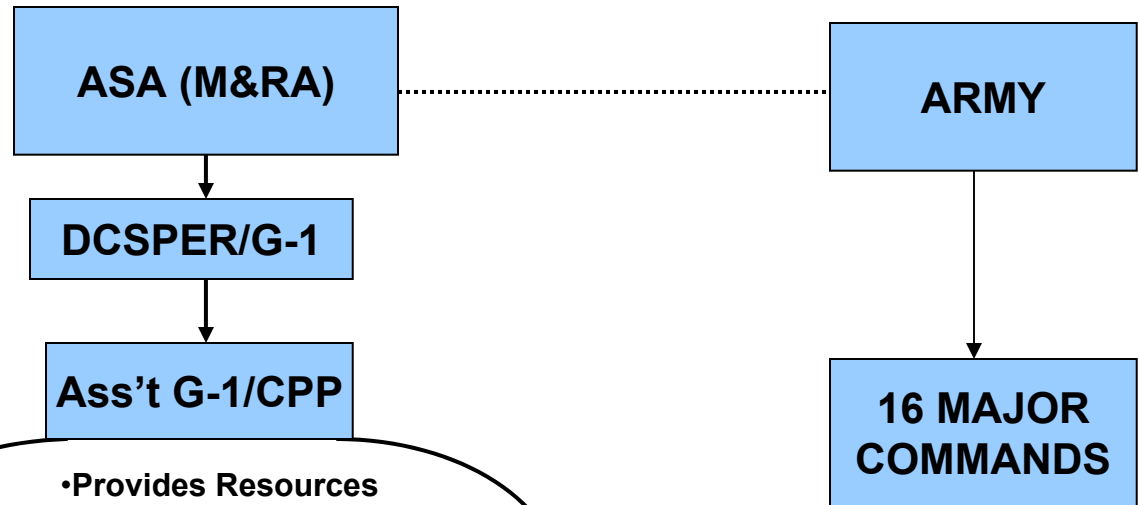
Army HR Environment

(Where We Are Now)



Army HR Environment

(Effective 5 Oct 03)



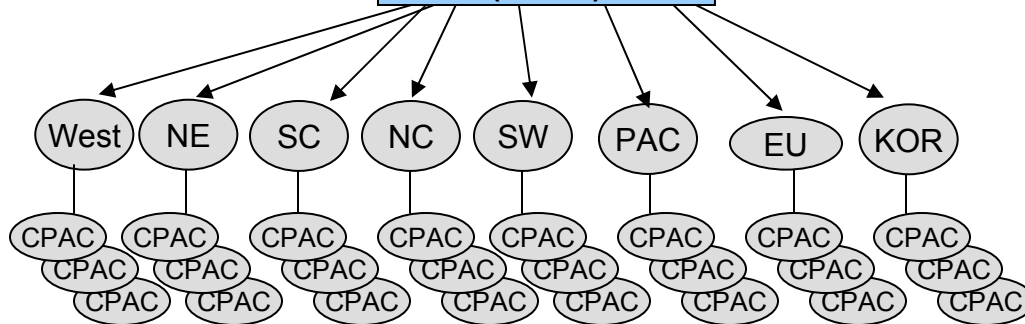
• Provides Resources & Direction

• Provides Policy & Program Guidance

*** US Army Civilian Human Resources Agency (CHRA)**

POLICY & PROGRAMS

- Provides Operational Guidance and IT Support
- Develops Civilian HR Training



8 CPOCs

- HR Processing
- Centralized recruitment inventory
- Consultation & Advice

105 CPACs

- Customer Focus
- Consultation & Advice

*CHRA aligns under new HR Command NLT FY 06

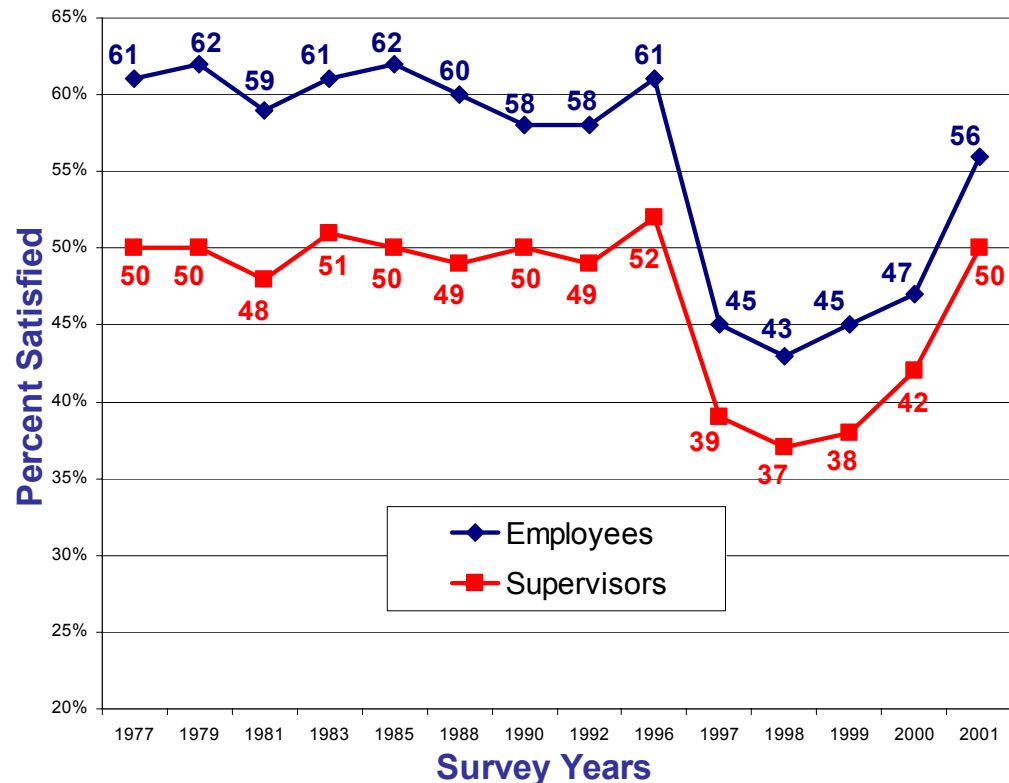
Customer View

➤ How customers access services

- ❖ Electronic self-service automated applications
- ❖ Installation HR Advisory Centers and Regional Operations Centers
- ❖ Telephonic voice response systems
- ❖ Management decision support tools

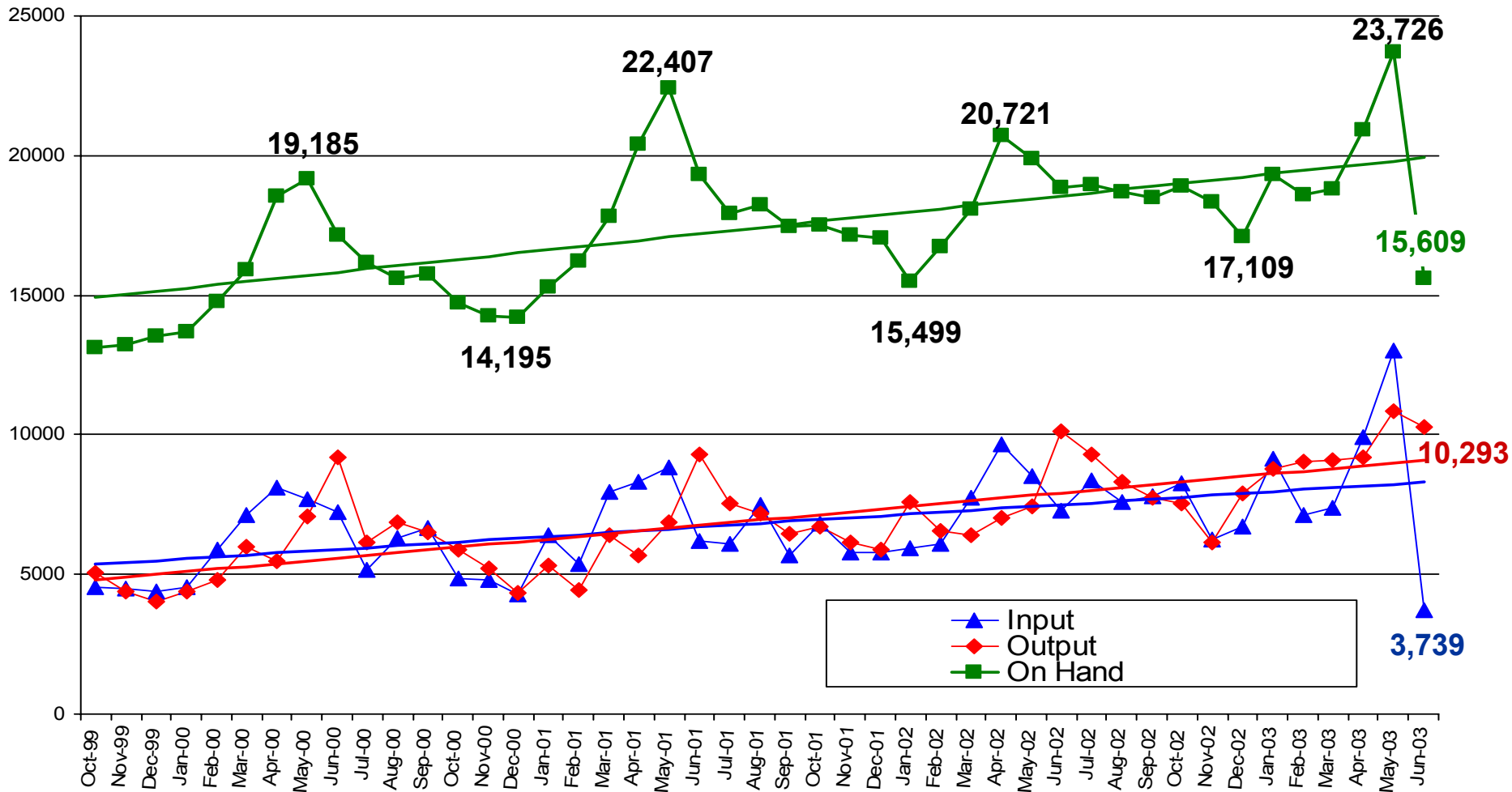
➤ Norms: best service organizations tend to be in the 60% range (Hay Group, 2000)

➤ Next survey cycle in August (web census)



Monthly Input/Output/Backlog in CPOCs

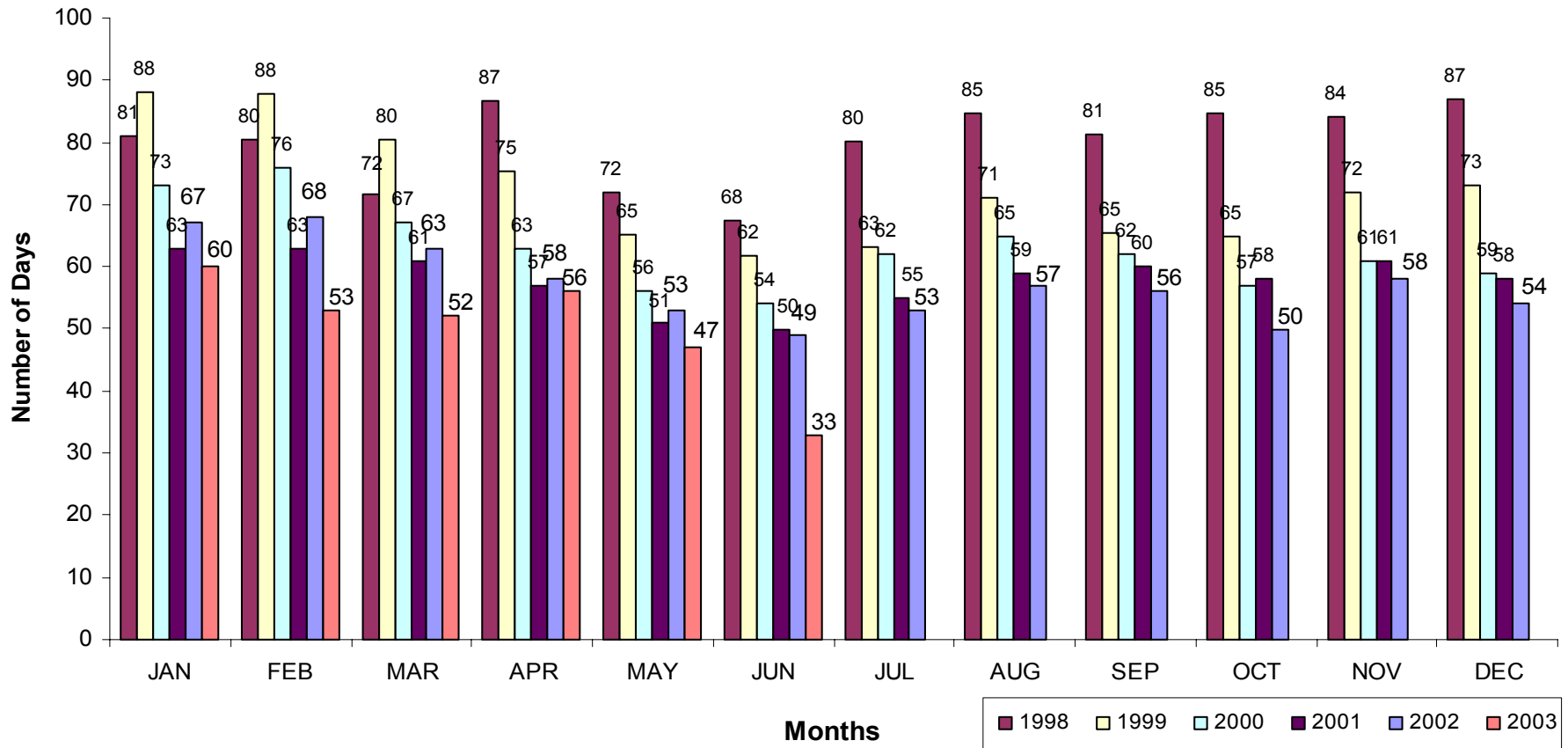
Number of Actions



* June Input and Backlog dropped dramatically in preparation of M2M

Average Number of Calendar Days to Fill Positions

(From Date Received in Personnel to Date Offer Accepted)
by Month & Calendar Year



Customer View (Continued)

Key Drivers of CHR Customer Satisfaction*

<p>HIGH</p> <p>↑</p> <p>IMPORTANCE</p> <p>↓</p> <p>LOW</p>	Priority Areas	Areas to Reinforce
	<ul style="list-style-type: none"> • Planning and projecting HR needs (30%) • Job classification (39%) • Quality/timeliness of recruitment, including referral timeliness (40%) • Counseling employees on issues such as benefits, leave, worker's comp (47%) • Status of personnel actions (51%) • Accessing personnel staff (51%) 	<ul style="list-style-type: none"> • Processing personnel and pay actions (63%)
	Areas to Monitor	Areas to Maintain
	<ul style="list-style-type: none"> • Advice on reorganizations (36%) • High quality candidates (38%) • Handling RIF situations (41%) • Procedures for filling vacancies (42%) • Advice on discipline, grievances, and performance management (50%) • Advice on training (51%) • Advice on labor relations (52%) • Awards servicing (53%) • Referring a reasonable number of candidates (56%) 	<ul style="list-style-type: none"> • Trained on civilian personnel administrative procedures (60%) • Kept informed on changes in rules and benefits (61%) • CHR staff acts with integrity (70%) • CHR staff treats people courteously (76%)
	<p>LOW ← CURRENT PERFORMANCE → HIGH</p>	

*Based on FY01 survey responses from over 9,000 Army civilian supervisors and managers; current performance results rating shown)

Headquarters Regional Model Perspective

➤ Benefits

- ❖ Doing more with less
 - ✓ Cost and manpower efficiencies
 - ✓ Leveraged economies of scale and technology
- ❖ Regionalization/Modernization associated re-engineering efforts have made the CHR processes more efficient/effective
- ❖ Allows for increased standardization, a more business based approach to CHR and productivity measures
- ❖ Centralizes resources for delivery of HR services
 - ✓ Army Benefits Center – Civilian
 - ✓ Army Civilian Data Center
- ❖ Deployment of state of the art automated tools and many have improved automation skills
- ❖ Preserved advisory role of CPACs to local installation/activity
- ❖ Unifying command/control CPOC/CPAC (October 2003)

Headquarters Perspective

➤ Challenges

- ❖ Fifty percent fewer personnelists lessens our ability to always provide timely/personal responses
- ❖ Initial customer concerns but service/fill time improving
 - ✓ From 88 days in Feb 99 to 33 days in Jun 03
 - ✓ Split Command and Control
- ❖ More CHR self-help gives the impression of realigning workload to managers and with fewer personnelists, less hand holding
- ❖ Initial system performance and functionality limitations
- ❖ Lack of skills to use automated tools by some CHR staff
- ❖ Working within the larger OSD Community to develop and maintain DCPDS

Assessment

- Processes and tools used to measure the success of HR service delivery in a regionalized environment

